

The University of Maine

DigitalCommons@UMaine

---

General University of Maine Publications

University of Maine Publications

---

9-27-2017

## Strategic Plan Assessment The Blue Sky Plan 2012 - 2017

University of Maine

Follow this and additional works at: [https://digitalcommons.library.umaine.edu/univ\\_publications](https://digitalcommons.library.umaine.edu/univ_publications)



Part of the [Higher Education Commons](#), and the [History Commons](#)

---

This Presentation is brought to you for free and open access by DigitalCommons@UMaine. It has been accepted for inclusion in General University of Maine Publications by an authorized administrator of DigitalCommons@UMaine. For more information, please contact [um.library.technical.services@maine.edu](mailto:um.library.technical.services@maine.edu).



THE UNIVERSITY OF  
**MAINE**



# Strategic Plan Assessment

The Blue Sky Plan  
2012 - 2017

September 27, 2017

**Susan J. Hunter**, *President*

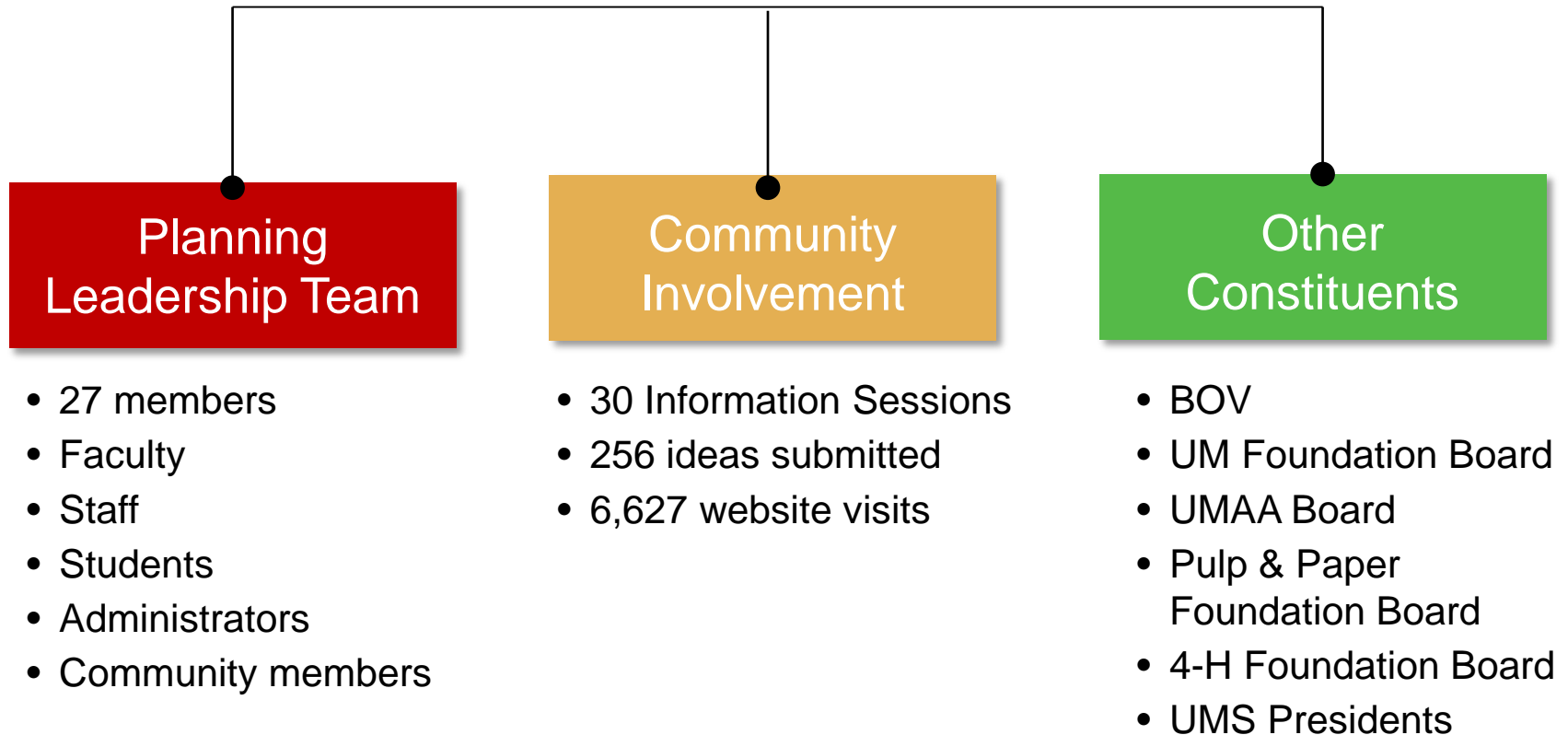
**Jeffrey E. Hecker**, *Executive VP for Academic Affairs & Provost*



# Brief History

Created 2011-2012 Academic Year

## Process





# The Blue Sky Plan

## • 5 Pathways

1.

**Serving Our State:** Catalyzing Maine's Revitalization

2.

**Securing Our Future:** Ensuring Financial Sustainability

3.

**Embracing a Culture of Excellence:** Promoting Spirit of Community and Collaboration

4.

**Transforming Lives:** Strengthening the UMaine Undergraduate and Graduate Experience

5.

**Restoring the Dream:** Renewing Pride and Stewardship of Place



# Presidential Transition

---

*I will focus my efforts in three major areas. The first is continued implementation of the initiatives defined by the Blue Sky Strategic Plan.*

*... it became the new operating model of the institution. Strategic plans often end up on the bookshelf, but not this one...*

- Susan Hunter, July 2014

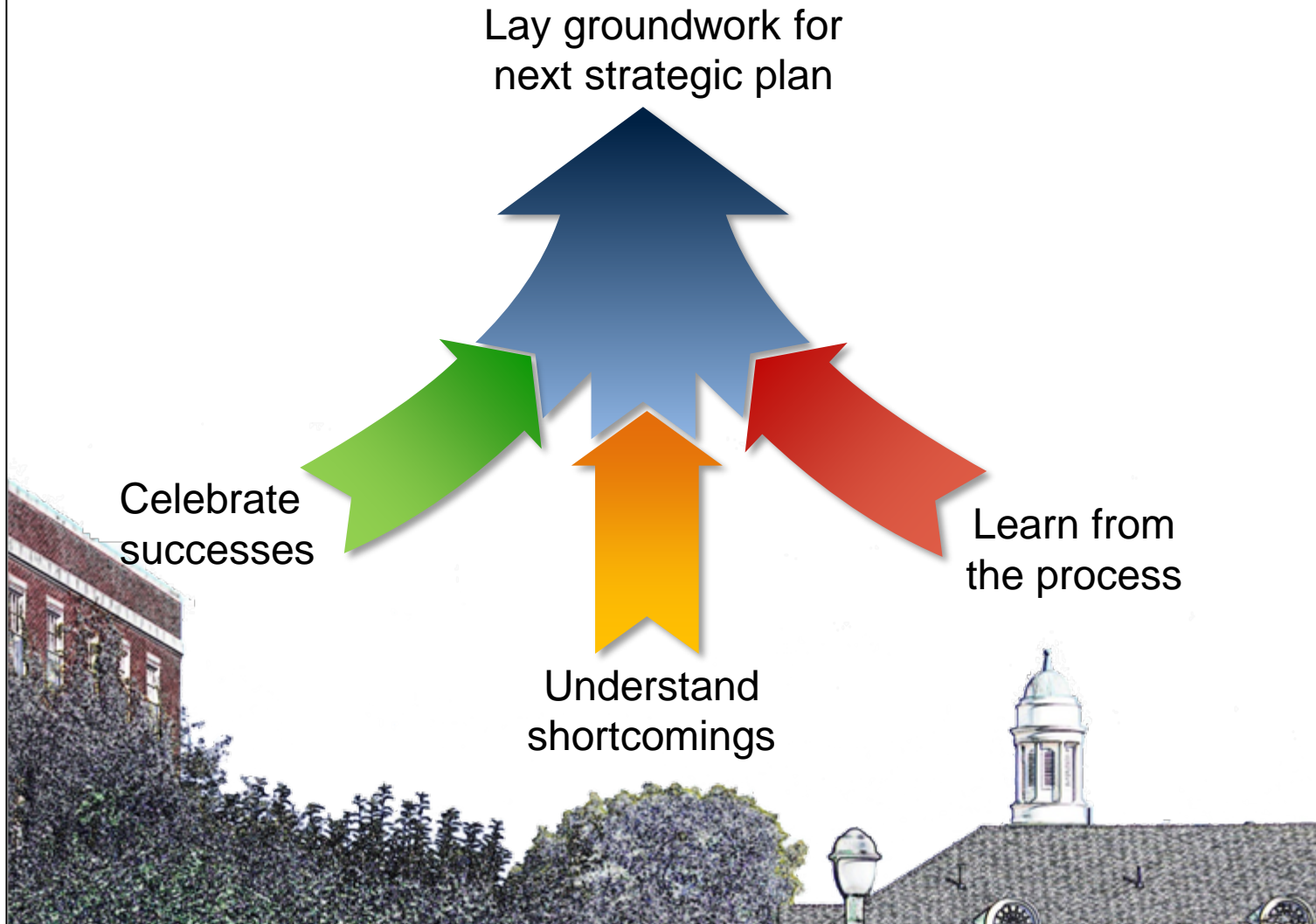




# Why?



## Benefits of the Evaluation Process



# Steering Committee



Chair            Jeffrey Hecker, Provost

---

Co-Chair       Michael Scott, Faculty Senate President

---

Members       Jake Ward, VP for Innovation & Economic Development

---

Jeffrey Mills, President, University of Maine Foundation

---

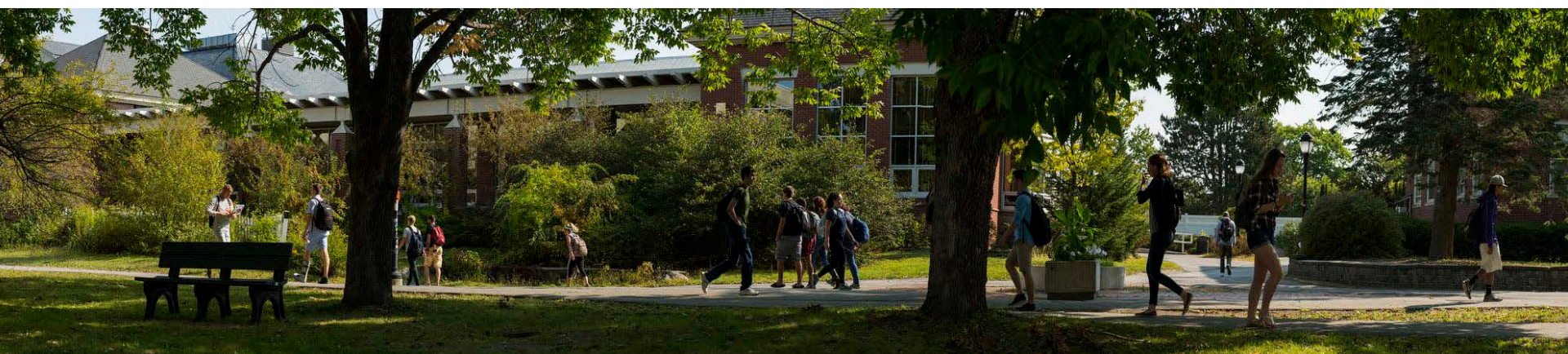
Monique LaRocque, Associate Provost for Lifelong Learning

---

Kenda Scheele, Assistant VP for Student Life & Sr. Associate  
Dean of Students

---

Stewart Harvey, Executive Director, Facilities & Capital  
Management Services



# Pathway Teams



## Pathway 1

### Serving our State

**Jake Ward** (Chair), VP for Innovation & Economic Development

**Ivan Manev**, Dean, Maine Business School

**Todd Gabe**, Professor, School of Economics

**Jason Bolton**, Associate Extension Professor

**Jason Charland**, Director of Grant Development

**Heather Leslie**, Director of Darling Marine Center

**Philip Hamilton**, BOV Member

## Pathway 2

### Securing our Future

**Jeffrey Mills** (Chair), President, University of Maine Foundation

**Claire Strickland**, Chief Business Officer

**Dana Humphrey**, Dean, College of Engineering

**Grant Miles**, Associate Professor of Management

**Jonathan Rubin**, Professor of Economics, Director Margaret Chase Smith Policy Center

**Sarah Doheny**, Director of Student Financial Aid

**Nate Briggs**, BOV Member

## Pathway 3

### Embracing a Culture of Excellence

**Monique LaRocque** (Chair), Associate Provost for Lifelong Learning

**Tim Reagan**, Dean, College of Education & Human Development

**Larry Lewellen**, VP for Human Resources

**Cindy Isenhour**, Assistant Professor of Anthropology

**Darren Ranco**, Chair, Native American Programs

**Lynn Coutts**, Sr Assoc Director of Athletics

**Kathy Olmstead**, BOV Member

## Pathway 4

### Transforming Lives

**Kenda Scheele** (Chair), Assistant VP for Student Life & Senior Associate Dean of Students

**Emily Haddad**, Dean, College of Liberal Arts & Sciences

**Mary Mahoney O'Neil**, Associate Dean, College of Education & Human Development

**Farahad Dastoor**, Lecturer in Biological Sciences

**Elizabeth Allan**, Professor of Higher Education

**Silverio "Ace" Barrera, Jr.**, Associate Director for Events, Office of Undergraduate Admissions

**Owen McCarthy**, BOV Member

## Pathway 5

### Restoring the Dream

**Stewart Harvey** (Chair), Executive Director, Facilities & Capital Management Services

**Fred Servello**, Dean, College of Natural Sciences, Forestry & Agriculture

**Jeff St. John**, Senior Associate Provost for Academic Affairs

**Heather Hamlin**, Assistant Professor of Aquaculture

**Patti Miles**, Associate Professor of Management

**Tim O'Neil**, BOV Member

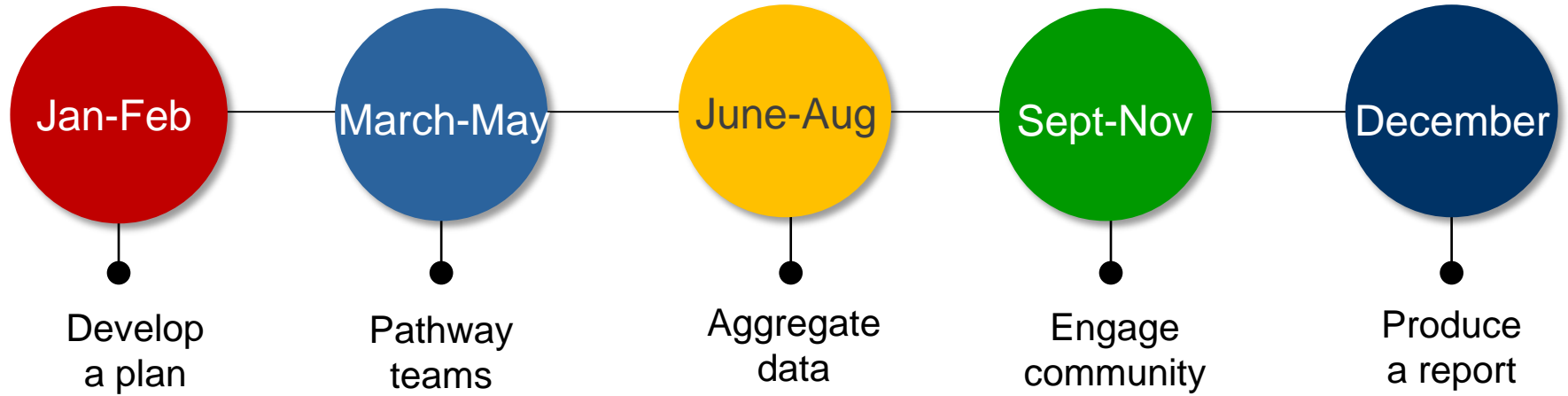


# Guiding Principles

- Engage UMaine community
- Mine existing data



# 2017 Timeline



# The Blue Sky Plan

## The Task

5 pathways

→ 43 Initiatives

→ 40 Strategies

## The Approach

### Focus on initiatives

Why?

- Pathways are broad
- Strategies not intended to be exhaustive
- Some strategies altered as context changed and opportunities developed

## Pathway

What actions were taken in support of the initiatives?

What are relevant outcomes?





# Pathway Initiatives & Accomplishments

## 1.

### **Serving Our State:** Catalyzing Maine's Revitalization

- Enhance our impact on economic and social fabric of Maine
- Continue to match and more closely align UMaine research strengths
- Align technology and educational programs with Maine's economic development needs
- Reaffirm and integrate the core goals of a liberal arts education in community/culture with innovation and economic development
- Prepare UMaine graduates for Maine's future workplace needs
- Increase commercialization and number of small businesses developed as a result of technology spin-offs
- Enhance UMaine organizational support for promoting regional economic impact
- Use our resources to highlight Maine's rich cultural heritage, and relate arts and humanities better to economic development
- Continue to increase support for signature strength areas
- Identify, promote and invest in key emerging growth areas





# Pathway Initiatives & Accomplishments

## 1.

### **Serving Our State:** Catalyzing Maine's Revitalization

- Enhance UMaine organizational support for promoting regional economic impact
  - Elevated leadership of Office of Innovation and Economic Development to cabinet level vice president position
  - Created University of Maine Research Foundation
- Use our resources to highlight Maine's rich cultural heritage, and relate arts and humanities better to economic development
  - Secured private gifts to create the McGillicuddy Humanities Center
- Continue to increase support for signature and emerging strength areas
  - Identified UMaine's signature and emerging areas through transparent engaged process
  - Reallocated funds to create 22 faculty lines in signature and emerging areas



# Pathway Initiatives & Accomplishments

## 2.

### **Securing our Future:** Ensuring Financial Sustainability

- Establish a new administrative unit under a new Vice President centered on enrollment management
- Improve student retention rates by 5%, and four- and six-year graduation rates by 10%
- Work to reduce administrative overhead costs per student full-time equivalent
- Increase total income from UMaine research and development initiatives
- Increase sales and service revenue
- Create a strong culture of philanthropy
- Grow the percent of private and capital gifts as a percent of total revenues
- Improve alignment and strategic effort of advancement partners
- Prepare for a new and bold comprehensive campaign



# Pathway Initiatives & Accomplishments

## 2.

### **Securing our Future:** Ensuring Financial Sustainability

- Establish a new administrative unit under a new Vice President centered on enrollment management
  - Recruited largest entering first year class in UMaine's history in 2016 and again in 2017
- Improve student retention rates by 5%, and four- and six-year graduation rates by 10%
  - Launched Think 30 initiative resulting in 6% increase in number of students entering their second year with 30 or more credit hours
  - Four-year graduation rate improved 7%
- Increase sales and service revenue
  - Improve alignment and strategic effort of advancement partners
    - Development Office merged with University of Maine Foundation
    - Major fundraising partners now sharing Advance donor database
- Prepare for a new and bold comprehensive campaign
  - Campaign feasibility study completed. Public phase of campaign to be launched in October 2017



# Pathway Initiatives & Accomplishments

## 3.

### **Embracing a Culture of Excellence:** Promoting Spirit, Community and Collaboration

- Strive for 100% brand awareness of UMaine quality and impact in the state of Maine
- Harness the goodwill, time and talents of our alumni
- Strengthen the organization for, and reaffirm the campus engagement with, Athletics
- Encourage and value diversity through our uniquely diverse community members
- Create and sustain a continuous culture of community engagement





# Pathway Initiatives & Accomplishments

## 3.

### **Embracing a Culture of Excellence:** Promoting Spirit, Community and Collaboration

- Strive for 100% brand awareness of UMaine quality and impact in the state of Maine
  - Created Brand Standards and Branding Tool Kit to facilitate branding
  - Created Communicators Network
- Create and sustain a continuous culture of community engagement
  - Carnegie classification renewed in 2015
  - Created the Flagship Internship program
  - Created the Engaged Black Bear initiative
  - Enhanced community service programs (e.g., Day of Service)
  - Created Coordinator of Community Engagement position



# Pathway Initiatives & Accomplishments

## 4.

### **Transforming Lives:** Strengthening the UMaine Undergraduate and Graduate Student Experience

- Prioritize and support programs to increase student success and job placement
- Make international and/or cross-cultural opportunities central to the undergraduate experience
- Establish outcome-based, campus wide assessment of academic programs
- Improve and adapt the General Education curriculum
- Increase the number of externally funded undergraduate students involved in research
- Continue to develop the unique quality of the Honors College
- Explore new opportunities to enhance the residential life experience
- Enhance e-learning quality
- Increase the number of graduate students funded by assistantships and fellowships
- Develop graduate certificate programs



# Pathway Initiatives & Accomplishments

## 4.

### **Transforming Lives:** Strengthening the UMaine Undergraduate and Graduate Student Experience

- Establish outcome-based, campus wide assessment of academic programs
  - Created the Office of Assessment. Director has worked with every academic department on plans for evaluating student learning outcomes
- Increase the number of externally funded undergraduate students involved in research
  - Created the Center for Undergraduate Research (CUGR)
  - Through CUGR have increased funding for undergraduates in research
- Continue to develop the unique quality of the Honors College
  - Converted faculty lines from non-tenure to tenure-track
  - Created new tenure-track faculty position
- Increase the number of graduate students funded by assistantships and fellowships
  - Added six centrally funded graduate assistantships



# Pathway Initiatives & Accomplishments

## 5.

### **Restoring the Dream:** Renewing Pride and Stewardship of Place

- Revitalize the brick-and-mortar infrastructure critical to fulfilling UMaine's flagship mission
- Continue to build annual budgeted investments to fully fund appropriate levels of maintenance and renewal in campus upbeat and beautification
- Employ progressive capital construction delivery methods
- Develop a long-term plan to restore and use buildings effectively in the campus historic district
- Adopt and implement a five-year information technology plan
- Continue to implement sustainable initiatives to meet University's Climate Commitment



# Pathway Initiatives & Accomplishments



## 5.

### **Restoring the Dream:** Renewing Pride and Stewardship of Place

- Revitalize the brick-and-mortar infrastructure critical to fulfilling UMaine's flagship mission
  - Created the Cassidy Capital Markets Training Lab
  - Completed redesign and renovation of Marketplace
  - Created sustainable process for identifying and prioritizing Paint & Polish projects
- Develop a long-term plan to restore and use buildings effectively
- Continue to implement sustainable initiatives to meet University's Climate Commitment
  - Created President's Council on Sustainability
  - Established UMaine Zero-Waste Committee



# Fall Campus Conversations

Bangor Room, Memorial Union  
9 am – 10 am

2017 OCTOBER						
SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4 <b>1.</b>	5	6	7
8	9	10	11 <b>3.</b>	12	13	14
15	16	17	18	19 <b>2.</b>	20	21
22	23	24	25 <b>4.</b>	26	27	28
29	30	31				

2017 NOVEMBER						
SUN	MON	TUE	WED	THU	FRI	SAT
			1	2	3	4
5	6	7	8 <b>5.</b>	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

**Oct. 4 Pathway 1** Serving our State  
Jake Ward, Chair

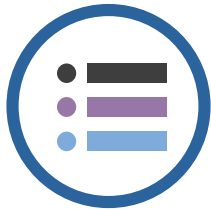
**Oct. 11 Pathway 3** Embracing a Culture of Excellence  
Monique LaRocque, Chair

**Oct. 19 Pathway 2** Securing our Future  
Jeff Mills, Chair

**Oct. 25 Pathway 4** Transforming Lives  
Kenda Scheele, Chair

**Nov. 8 Pathway 5** Restoring the Dream  
Stewart Harvey, Chair

# Format for Forums



## Prior to Forum

- List of Initiatives and Accomplishments
- [www.umaine.edu/president](http://www.umaine.edu/president)



## At the Forum

- Review Initiatives and Accomplishments
- Discussion / Questions
  - What else has been accomplished related to this Pathway?
  - Are these initiatives still relevant?
  - Considering the Pathway's broad goals, how else might this work be advanced?



## After the Forum

- Web-based input available
- Recording available



# Fall Campus Conversations

Bangor Room, Memorial Union  
9 am – 10 am

2017 OCTOBER						
SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4 <b>1.</b>	5	6	7
8	9	10	11 <b>3.</b>	12	13	14
15	16	17	18	19 <b>2.</b>	20	21
22	23	24	25 <b>4.</b>	26	27	28
29	30	31				

2017 NOVEMBER						
SUN	MON	TUE	WED	THU	FRI	SAT
			1	2	3	4
5	6	7	8 <b>5.</b>	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

**Oct. 4 Pathway 1** Serving our State  
Jake Ward, Chair

**Oct. 11 Pathway 3** Embracing a Culture of Excellence  
Monique LaRocque, Chair

**Oct. 19 Pathway 2** Securing our Future  
Jeff Mills, Chair

**Oct. 25 Pathway 4** Transforming Lives  
Kenda Scheele, Chair

**Nov. 8 Pathway 5** Restoring the Dream  
Stewart Harvey, Chair